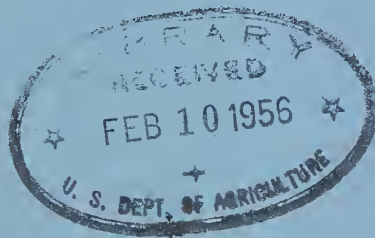


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HOW STUDY PROGRAMS ARE DEVELOPED
FOR
FOREIGN AGRICULTURAL VISITORS TO THE U.S.



U.S. DEPARTMENT OF AGRICULTURE
and
FOREIGN OPERATIONS ADMINISTRATION
Washington, D.C.

June 1955

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U.S. Department of Agriculture
and
Foreign Operations Administration

HOW STUDY PROGRAMS ARE DEVELOPED FOR FOREIGN AGRICULTURAL
VISITORS TO THE U.S.

As Illustrated

by

Visit of Brazilian Agricultural and Veterinary College Directors
(TA 106-120-54 - Brazil)

Talks Presented at the April 1955 U.S. Government Inter-Agency Meeting
on Training Programs and Exchange of Persons

PREFACE

FOA and U.S. Government agency representatives who cooperate in U.S. training programs for foreign nationals under the Government's technical cooperation program and also foreign exchange programs under the State Department meet periodically to discuss training problems, objectives and procedures.

The April 1955 meeting was devoted to FOA/USDA and land-grant college relationships and how U.S. agricultural competence is mobilized and utilized for the benefit of foreign nationals visiting this country. The U.S. Department of Agriculture was host at this meeting.

To illustrate how agricultural training programs are planned, carried out and evaluated and how various agencies and institutions work together to do the job, a panel of five discussed a specific training program for a group of Brazilians at the April session. It was the three-month study program concerning the U.S. land-grant college system for the Brazilian directors of agricultural and veterinary colleges who came to the U.S. the summer of 1954.

O. L. Mimms of FOA opened the meeting by discussing "FOA-USDA Relationships," page 1.

Cannon C. Hearne of USDA's Foreign Agricultural Service covered the relationship of the USDA and land-grant colleges and how the resources of the various public and private institutions are marshalled and utilized in the foreign training program. See "Coordination by USDA," page 2.

Ellis Clough discussed his role as program specialist in FAS and as coordinator for the Brazilian program. See "Planning Committee at Work," page 4.

Lewis McCann of USDA's Agricultural Research Service covered the activities of the USDA agencies with emphasis on ARS. See "Role of a USDA Agency," page 6.

R. H. Fosbrink of Purdue University discussed how the Indiana part of the program, where the Brazilians spent considerable time, was developed and carried out. See "Planning in Indiana," page 9.

And finally, A. J. Nichols of FAS concluded the presentation with a talk on "Summarizing and Evaluating" of the program, page 12.

The account that follows is the written version of the April meeting prepared by each speaker at the request of FOA and agency training representatives. An understanding of how these agricultural training programs are developed and carried out may be helpful to overseas missions and others who select foreign nationals to participate.

The reader will note little reference to the decisions that had to be made, the alternatives considered, and the problems encountered in working out the Brazilian program. To have added these elements would have necessitated the development of a full case study on the Brazilian program. While this would have been desirable, time did not permit.

FOA-USDA RELATIONSHIPS

By O. L. Mimms, Chief
Agricultural Training Division
Office of Food and Agriculture
Foreign Operations Administration

FOA has a fine working relationship with the Department of Agriculture as it does with the Farm Credit Administration and the Department of Interior, the agencies with which the Office of Food and Agriculture works most in the field of training. The agreement with USDA outlines in some detail the general working relationships and responsibilities of USDA and of FOA. As indicated in the agreement, the responsibilities of each are carried out in cooperation with the other. This results in teamwork and in generally satisfactory and effective training programs.

Teamwork

The teamwork in programming more than 1,200 participants annually is carried out on a work-group or committee basis. FOA is represented by a technical adviser and at times provides another member on the committee for planning each program and itinerary. The Department of Agriculture provides effective leadership in tapping the competence of various services or agencies in the Department and in the States. The Department takes the lead in maintaining liaison and program relationships with the land-grant colleges and universities and with government and private contacts which are not arranged by the college or university.

Limited Staff in FOA

FOA maintains a limited staff of qualified personnel which is the channel of communications with the USOM's. This staff initially reviews applications for training, obtains additional information, if needed, on training objectives and country problems which are basic to appropriate and effective training in the U.S. The fact that FOA maintains a very small agricultural training staff is possible and practicable because of the fact we can and do make effective use of the vast pool of information resources and technical competence in the Department of Agriculture and in the land-grant colleges and universities.

Overseas Program Important

Every effort is made to make U.S. training an effective tool in the overseas mutual security program. In this effort we need to be sure (1) that the application for training reflects an important need in the country, (2) that the participant will fit into the cooperative program in his country, (3) and there are specific plans for utilizing his services when he returns home.

Proposed Programs Go Overseas

To the extent possible proposed programs and itineraries are prepared for each participant or group of participants and forwarded to the U.S. Operations Missions overseas well ahead of the team's scheduled departure for the U.S. This was accomplished in 80% or more of the cases in 1954-55. These proposed programs give the USOM an opportunity to review them and submit suggestions for changes and also provide an opportunity for the participants to know more in advance the nature of their study in the U.S.

A number of prospectuses of special group training are prepared and distributed to the USOM's. In all cases these prospectuses are prepared for activities based on known or expressed needs or problems in one or more participating countries. They serve a real purpose in facilitating the grouping of various individuals from one or more countries. In some cases a prospectus prepared for one group of individuals or for one country is distributed to other countries which may have similar needs or problems and thus stimulate or uncover additional interests. Among the illustrations of such prospectuses as the latter is one which was prepared several years ago for a study of mixed feeds for livestock.

COORDINATION BY USDA

By Cannon C. Hearne, Director
Foreign Training Division
Foreign Agricultural Service

We in the Department of Agriculture think of our training obligations as supplements to the larger task of promoting agricultural advancement in the friendly nations who choose to engage in technical cooperation programs with the United States.

We are fortunately organized in the Department of Agriculture in that the Department is a part of the land-grant college system. In order to make the training activities tap all the needed resources of this system, provision has been made for a contact person, named by the respective administrations in each of the Services of the Department and in each of the land-grant colleges, both white and negro. Through these contacts the whole training process draws on those resources of specialists and facilities not only in the Department and land-grant college system but in other public and private organizations and in the industrial concerns in specialized fields.

Committees Do the Planning

Actual development of training programs, when the information comes to us from FOA, is assigned to a special committee for each project. Each of these committees includes broad representation from FAS, the agencies of the Department of Agriculture concerned, FOA, land-grant college personnel and private and industrial organizations. Among early concerns of the committee is ascertaining whether the training proposed concurs with U.S. agricultural policy.

The committee then prepares a proposed program, outlining objectives of training, locations, and time schedules. This proposed program is submitted through FOA channels to their missions and to the cooperating training institutions, agencies or firms concerned. The proposed programs are refined on the basis of comments received from the missions, the colleges and other cooperators. The development of the final program is completed after the participant arrives in the U.S. in order to consider and include, if possible, his ideas. The committee developing the program is constantly concerned with the objective of carrying out the training in keeping with the original intent of the mission and country concerned. Supervision and guidance is given by the committee throughout the entire period or duration of training in the U.S.

The committee is also responsible for evaluation not only through the progress of the program but at its termination. Much of this terminal evaluation is done through interviews with individuals or with groups.

USDA Helps Develop Prospectuses

Another function that we undertake at the request of FOA or suggest to FOA is to develop, through the committee process, prospectuses of pertinent training available in the U.S. which we believe would be useful in promoting agricultural or rural life advancement. These prospectuses are sent to all FOA missions overseas.

Brazilian Case As Illustration, Not Example

To illustrate how the process of program development works in Agriculture, we have selected one case as, let me repeat, an illustration, not an example. In the discussion of this illustration, we will bring out the various principles which guide us in the development and carrying out of programs either for individuals or groups. The particular illustration presented today is our program for the Brazilian Agricultural and Veterinary College Directors.

When the material from FOA came to us about this project, we assigned it to one of our program specialists, Dr. Ellis Clough. He in turn arranged for the committee to develop proposed and final programs and to supervise the project. He will take over at this point to illustrate his part in this process leading into the operation of the committee. Through this case we hope that you can see how the committee actually operates.

PLANNING COMMITTEE AT WORK

By Ellis Clough, Program Specialist
Foreign Training Division
Foreign Agricultural Service, USDA

Some members of the Committee for this project will describe the procedures and relationships employed in planning and carrying out this project as illustrated of those used for other projects here in USDA. We hope this illustration does justice to the work of our associates here.

This project was called "Brazilian Directors of Agricultural and Veterinary Colleges (Group I)" TA 106-120-54. It involved directors of seven agricultural colleges, three veterinary colleges and two supervisory officials of the federal Ministry of Agriculture. They were in the United States for the three-month period, June 10 to September 9, 1954; most of the agricultural directors spent the last seven days in Puerto Rico enroute home.

Brazilians Anticipated for Year

The coming of such a group had been anticipated more than a year before the group arrived. We had learned through many varied channels that Brazil had been critically appraising its agricultural and veterinary colleges and other government agricultural services, particularly the problems of inter-relationships and coordination. Several persons in USDA including myself had gained first-hand experience in Brazil with these institutions and their problems in recent years.

We were aware that the FOA Mission in Brazil had initiated in 1953 a broad survey study of the colleges. We had also established effective contact with individual staff members from these institutions and others in Brazil who had been in the United States previously in other training programs.

The first definite indication that a group representing many of Brazil's twenty agricultural and veterinary colleges would come reached us in November 1953. In January 1954 a four-page airgram was received from the Mission detailing the proposal, listing potential participants and giving much specific information about the institutions and many suggestions for the program. The project was assigned to me because it fell in my province of agricultural college and school development and because of my experience in Brazil.

Committee Studies Brazil's Needs

As "Coordinator" for the training program, it was my responsibility to review all sources of information and develop and prepare a small working committee to begin development of the itinerary. The committee included a representative of FOA/W and representatives of a few USDA services, some of whom knew Brazil first hand. This committee studied the material I provided at several meetings. From these discussions the problems and needs of Brazil's colleges began to come clear. The working committee was enlarged to bring additional competence to bear on the project. In May a preliminary report of the survey mentioned earlier arrived and provided especially valuable clues. Broad aims and objectives for the program emerged from the several committee discussions.

Purdue and Alabama Chosen

Then began the process of distributing these objectives into segments of time and in training locations where the group could accomplish the objectives. The committee selected Indiana and Purdue University as the "base" State and college for study, and Alabama and its College of Agriculture as a second location to deepen and round out certain aspects.

Mission Gets Proposed Program

In May copies of a Proposed Program and Itinerary were sent to the Mission in Brazil for review and suggestions. General acceptance of the plan was promptly received, also a more definite list of probable participants.

In early May the Committee, with Purdue considered as a member, selected an outstanding U.S. Technical Leader (Dr. Harry Ramsower, long-time Director of Extension in Ohio). When the June 10 arrival date was finally established, Dr. Ramsower and I spent two days in Indiana assisting Purdue representatives in preparing the detailed four-week program in Indiana. Later, I spent two days in Alabama after the group had arrived and embarked on their studies.

Committee Stays in Contact with Brazilians

Once the Brazilians arrived, effective communication with the group was maintained throughout the period of study and these contacts used by a working sub-committee in continuous refinement and adjustment of the program. This sub-committee also met in Washington with a sub-group during the project to plan certain features in anticipation of the arrival of Group II -- expected to arrive in September.

The entire group returned to Washington in late August. Dr. Ramsower and members of the Committee led the Brazilian group in a week-long summarization of observations which included the preparation of a group report addressed to other college directors and officials in Brazil. Considerable attention was given to planning for Group II.

This summarization and evaluation process came to a climax in a day-long session in FOA directed by Dana Reynolds, FOA's Committee representative, and participated in by several USDA Committee members. The primary focus in this FOA meeting was on what types of developments could be initiated in and between the colleges in Brazil as outcomes of the group's experience in the United States.

ROLE OF A USDA AGENCY

By L. P. McCann, Assistant Research Coordinator
Office of International Programs
Agricultural Research Service

The Agricultural Research Service was one of the USDA agencies concerned in the development of the study program for the Brazilian directors. The Agricultural Research Service is the agency in the U.S. Department of Agriculture having responsibility for research in the physical, chemical, biological, engineering, and production economics fields, and for regulation, control, and eradication activities with insects, pests, and diseases.

Foreign programs involving any of these fields are normally developed with the assistance of the Agricultural Research Service, and in this instance, ARS received information concerning the objectives and the participants

along with a request for assistance from the Foreign Agricultural Service, the officially designated coordinating agency in the USDA for foreign programs and relations.

After careful study of the objectives of the proposed program as outlined by USOM-Brazil, FOA-Washington and FAS, and examination of the biographical and academic records of the participants, ARS representatives consulted with FAS and other cooperating USDA and FOA agencies in order to determine the area of responsibility of ARS in relation to the total program.

Research, Other Interests Coordinated

Normally, in the case of technical programs in a particular and specific research discipline, ARS will assume the lead and develop the entire program. In this case, though research was a major responsibility of the Brazilian Directors, extension and resident instruction were also of major significance. Thus, it was necessary to correlate ARS interests with other agencies and establish locations for study that were practicable from the standpoint of the entire program. After locations were agreed upon, ARS then developed a proposed program and submitted the information to FAS.

Many ARS People Involved

The actual development of the proposed program within ARS involved many people. A listing of personnel assisting in this particular program is deleted for the sake of brevity, but some idea of the extent and ramification of the program can be ascertained by a study of the charts provided and mentioned later.

Visitor Matched With U.S. Counterpart

The fundamental aim and purpose of ARS in developing recommendations for study, observation, and learn-by-doing programs is to match the foreign participant with his counterpart in the U.S. The ARS can determine and ascertain probable locations for study programs in agricultural research throughout the United States because of the close cooperation between Federal and State programs with all colleges and universities in the Land-Grant College System and with other institutions of research and education. The administration of these cooperative programs is coordinated in Washington, D.C., and the nearby Agricultural Research Center at Beltsville, Maryland. Information concerning the current status of agricultural research in each of the States is readily available through ready-reference files in the Central Project Office of ARS or by telephone with project leaders and technicians.

ARS concerns itself primarily with finding the most practicable climate in which the participant may achieve his study objectives. Because of the organization of agricultural research in the U.S., most of the recommendations coming from ARS involve locations at or near Land-Grant Colleges or Universities. Frequently some recommendations are made involving

colleges and universities outside the Land-Grant System, and occasionally private institutions and industry are recommended as possible sources of training information.

Technical and Human Aspects Considered

The method of approach used by ARS in developing this proposed program of study for the Brazilian Directors was to determine (1) what was to be done, (2) how, (3) when, (4) where, and (5) by whom. Careful consideration was given to selection and availability of personnel as conferees in the field, to selection of the right place at the right time, and the availability of proper tools, equipment, machinery, materials, and information specific to the objectives of the program. Concurrent with the development of the technical aspects of the program, the human and cross-cultural impact on the Brazilians and on our own people was always a determining factor.

Recommendations from ARS usually include names of persons, objectives of study, suggested duration of study period, and information regarding seasonal peaks and optimum calendar periods of study.

Organization Charts Used

Perhaps the best way to explain how ARS functions in the development of programs in cooperation with FAS and FOA is to refer to organization or flow charts that reflect the administrative responsibilities and subject matter fields, and show how the various organizational and functional or operational levels are tapped for assistance.

In this particular case, data were supplied by FAS to ARS as well as to a number of other agencies within the Department, including FHA, FCA, FCS, FES, SCS, Library, and Personnel. (Chart #1 — see back pages)

The coordinating officer of FAS, Dr. Clough, called various conferences in regard to the development of a proposed program and itinerary with specific objectives. After several meetings, a tentative proposed program coordinating all agencies' proposals was drawn up and circulated to the agencies concerned for editing purposes.

Chart #2 shows the agencies and agency representatives within the USDA that were involved in this particular program. It is to be noted that the Working Sub-committee at the base of the flow chart, though small in composition (Clough, Taylor or Drinker, Hooker or Hornung, Briggs or McCann), had communication with representatives of all agencies.

Each participating agency of the USDA drew upon its various subject matter specialists for contributions toward the outline or program of study. This process might best be illustrated by selecting one agency and showing in detail the extent of effort, time, and imagination that is devoted to the development of a program.

Since most of the Brazilian Directors had technical backgrounds in chemical, physical, and biological research, ARS was called upon to develop much of the program and for this reason will serve as the illustration in this case.

ARS International Office Does Coordinating

Chart #3 indicates the position of the Office of International Relations (IR) within the organization chart of ARS. The dotted lines on the chart indicate the lines of communication from OIR to the various research branches. The cross-hatched blocks indicate the individual contact people within the various lines of research who have specific responsibility for international programs. This particular program required that each of these contact officers obtain some particular kind of information which was eventually incorporated into the program developed within ARS.

Contact With the Field

Though not indicated on the charts, it should be noted that the research branches as indicated include not only the U.S. Agricultural Research Center at Beltsville but also the 600 field stations and offices located over the entire United States and Alaska, Hawaii, and Puerto Rico. When necessary, the Office of International Relations in ARS requests and obtains information direct from field stations and laboratories and offices and maintains direct communication with the field in regard to proposed visits and firm arrival dates at the stations by foreign participants.

Charts 5 and 6

Two additional charts enclosed illustrate the traveling itinerary of the Brazilians as finally worked out by the program committee (Chart #4) and illustrate the various types of programs planned in Indiana and Alabama (Chart #5).

PLANNING IN INDIANA *

By R. H. Fosbrink, Assistant to the Director
Indiana Agricultural Extension Service
Purdue University
Lafayette, Indiana

The Land-Grant Colleges, through their Land-Grant Association, have accepted certain responsibilities for assisting our Government in the conduct of training programs for persons from friendly countries.

Apparently, America's Land-Grant Colleges believe that "anything which promotes the exchange of technical knowledge and creative ideas across international boundaries contributes to the welfare of mankind." For, they

* Equally detailed advance planning for the Brazilian visitors was carried out on the campus of Alabama Polytechnic Institute but Alabama representatives were not in Washington to present their story on the day of the Interagency committee meeting.

have assumed not only many responsibilities but a large share of the costs of such training, with reimbursement of only 5 to 10 percent of the indirect costs from the Federal Government.

Consequently, training programs of this kind are mostly extra curricular activities. They must be fitted into the very busy schedules of our professional staff.

Purdue's Brazilian Interests

Since Purdue University has a small college contract with FOA to assist the Rural University at Vicosa in Minas Gerais, Brazil, with their agricultural extension work and with their school of home economics, we were particularly pleased to be asked by the FOA-USDA Planning Committee to participate in the study program for the Brazilian Directors.

Purdue Also Uses Committee System

We have just read how training programs are developed and planned by committees representing the various agencies here in Washington. A similar type of committee approach is also used by Land-Grant Colleges.

Therefore, as soon as it was agreed that Purdue would be involved in this project, the background material and the aims and objectives of the program were forwarded to our institution. Upon receipt of this material, a small committee was formed and plans for receiving the Brazilian Directors began to evolve.

USDA People Confer at Purdue

The proposed program, along with other background material which was channeled to us through the Chairman of the FOA-USDA Committee, was studied carefully by our committee. However, before a day-to-day schedule of the program was developed, the group leader of the project and Dr. Clough, the program planning specialist from FAS, came to Purdue to meet with our committee. At this conference, the aims and objectives of the study program were discussed in more detail.

Objectives Studied

In order for Purdue and Land-Grant Colleges to conduct successful training programs, objectives must be broken down into small units and procedures developed for accomplishing each objective. In other words, the committee must decide how much time to allot to each objective and then set up day-to-day and hour-to-hour schedules. Careful attention must be given to the method of presenting the information as well as the sequence in which it is given.

Some typical questions we had to face in developing the program for the Brazilian Directors were as follows: How should we attack the problem of

explaining the organization, administration, and operation of the Land-Grant College System? Should we start from the top of the organization chart or should we start from the specialist and work up through the organization chart?

In the program developed at Purdue we finally decided to start with the President and Board of Trustees and work our way down. Because we had both veterinarians and agronomists from Brazil, we included detailed study of these two departments.

What About Farm and County Visits?

Another question that faced the Purdue Committee was: At what place in the program should the participants spend time with farm families and at the county level? Sometimes this problem is resolved by fitting it in when it is most convenient to everyone concerned.

What kind and how much orientation relative to the over-all socio-economic setting of agriculture in the state is always a problem in short course of this kind. However, our Purdue Committee felt that the Brazilian Directors should be given a more or less detailed picture of our land and people as well as our elementary and secondary educational system. This involved committee planning and an explanation of the program to all school and college officials who were asked to assist with the program.

Planning the Program at the County Level

The Committee approach for planning and carrying out special short courses is also used at the county level. We were very fortunate in this project because we had the assistance of a county agricultural agent, Mr. O. V. Winks, who spent the major portion of two years in Brazil working as a member of our staff at Rural University. He knew several of the Brazilian Directors and he had an excellent understanding of their problems and their institutions. Therefore, he was very helpful and cooperative in developing the county program.

We feel that one of the best and most enlightening experiences that a foreign visitor can have is to spend a few hours or a few days living with a farm family. Although this takes considerable effort and detailed planning on the part of local committees, the results have been most gratifying. In practically all cases, arrangements for farm and home visits are handled through county extension offices.

However, if you will ask yourself this question, "How would I like to have a complete stranger who speaks very little English live in my home for a few days?", I think you might understand some of the problems we face when we start planning for overnight farm visits.

Planning a Program With Farm and Civic Organizations

All Land-Grant Colleges, and especially the Extension Service, have excellent working relationships with farm and civic organizations. Thus, when the objectives of a study program include contacts with these organizations, we have little difficulty in working out satisfactory training programs.

Planning for Special Features

We feel that it is desirable, whenever possible, to include some special features for visitors from other countries. In the case of the Brazilian Directors, we planned a special visit to our Indiana city named Brazil.

This part of the program was arranged through the county agricultural agent who obtained the assistance of the Mayor, a newspaper publisher, city and state police and officials of companies we visited. For programs and tours of this nature to be meaningful and valuable public relation-wise, much advance planning and contact work is absolutely necessary.

Other special features planned for this group of distinguished Brazilian educators were a welcoming reception by Dean Reed the first day they arrived, a luncheon with our President and Board of Trustees, and a farewell dinner at the end of their stay.

Farewell Dinner Planned

At the farewell dinner, the Directors were presented with "Certificates of Participation." These certificates are not elaborate, but they are always well received by participants of short courses. The following paragraph is printed in bold type on the certificate: "The objectives of this Program were to foster a better understanding of agricultural problems through research and education and to use the facilities of this University to promote international cooperation and goodwill."

I am sure that you realize that our top administrators of the University cannot have a luncheon for all groups who visit our campus. But our President, Dr. Frederick L. Hovde, is very cooperative and whenever it is possible for him to meet with our groups he does so. A luncheon or a brief conference with our University President is always a highlight of any program developed for foreign visitors.

Evaluating Indiana's Study Program

We have made some mistakes in developing programs at the state level. But I think we have profited by these mistakes. For instance, we know that training programs such as this are improved when we get increased participation from the trainees. Whenever possible, we have representatives of the groups outline their own background and present information about their country, their institutions, their organizations, and their positions. We like to have this in a formal presentation before members of our staff who assist in carrying out the special training programs.

Another important part of these training programs is to have the participants plan a day or two of their own program. This often requires considerable effort, because participants do not know what and who is available. However, we have been partially successful in accomplishing this for a few groups we have had at Purdue University.

As you know, scientists, educators, and extension specialists are interested in obtaining results. Therefore, we are always interested in evaluating these programs.

We want to know if we have accomplished the objectives. We want to know how to improve our programs. We want to know how and if the material we have presented will be used when the foreign visitors return to their home country. We realize that one of the major objectives of our foreign training programs is to improve our public relations with friendly countries, but, we are also interested in how our technical know-how will be used and is being used by other countries.

Because of Purdue University's interest in Brazil, I had the pleasure of assisting in planning and conducting the evaluation program for this group here in Washington.

SUMMARIZING AND EVALUATING

By A. J. Nichols, Assistant Director
Foreign Training Division
Foreign Agricultural Service

The Brazilian program is an interesting study from the standpoint of the evaluation and summarization process. It represents an effort to improve evaluation and summarization procedures.

We are constantly mindful of the process of helping the participant to analyze, evaluate, and summarize his training experiences while in the United States -- during the course of the study and then again at the completion of the study.

What has he learned in the U.S. that he can take home to good advantage? What does he plan to do with this new knowledge? How does he plan to implement his new knowledge? What suggestions does he have for us to improve future programs of a similar nature?

The plan for evaluation and summarization had three parts:

1. A plan to meet nightly to analyze, evaluate, and summarize as the course progressed.
2. A final week to be set aside to analyze, evaluate, and summarize the U.S. experience and its relation to Brazil.
3. A FOA interim report -- to be directed toward action in Brazil.

Nightly Meetings Not Possible

The initial plan of the participants and the technical leader to meet nightly failed in large measure. In actual practice, the group found that the course of instruction frequently ran into night sessions; sometimes there were banquets, and, in many cases, the members were too tired to meet every night. Nevertheless, the group and the technical leader were able to get together in evaluation and summarization sessions occasionally. This helped considerably when the participants finally came together at the final session.

The final week in Washington had two parts. The first four days were spent in USDA and the final day in FOA.

Plan for Final Week

Previous to the actual sessions, the committee and Dr. Ramsower, the technical leader, had gotten together on a plan of action for the final week. The plan which was implemented had the following objectives and procedures:

1. A major objective was to help the group determine what aspects of the U.S. plan can be utilized in Brazil (a) in strengthening, upbuilding, and expanding colleges of agriculture and veterinary medicine in Brazil, and (b) in further developing and improving education in agriculture and veterinary medicine in Brazil as a whole.
2. To gain suggestions from the group for improving future programs of a similar nature in the United States.

Plan of Action at USDA

The general procedure for evaluation during the four days at the Department of Agriculture was as follows: 1/

The first day the group met as a whole (1) to review quickly and in general terms the reasons for their coming to the United States, and (2) to develop a list of specific aspects or phases of U.S. college organization programs and procedures that impressed them most.

The second day the large group was divided into smaller groups of three or four individuals. Each group then proceeded to (1) analyze their institutions in their relations and responsibilities to students and to farm people and to indicate any changes they thought might be made to improve them, and (2) to discuss their relations with other colleges, with state and federal governments and, if feasible, to suggest changes.

1/ It should be mentioned that Dr. Ramsower, the technical leader, took active charge of these four days in the USDA. Dr. Clough and other members of the program committee participated as much as their time would permit.

The third day, the small groups came together for reports to the whole group. At the conclusion of the third day, three individuals were selected from the large group to prepare a final report.

The fourth day was devoted to preparing the final report and to getting agreement on it by all the members of the group.

Last Day at FOA

As we mentioned earlier, the final day was spent in FOA. Dana Reynolds, FOA's technical consultant for this project, was in charge. Attendance at the meeting included the participants, members of the program planning committee, George Ware, of the USOM Mission in Brazil, George Shuster, who was on the way to Brazil, and the head of the Brazilian desk in FOA.

Using the report as a base, Mr. Reynolds opened up the meeting with an informal discussion on problems in Brazil. This led into detailed discussions on individual conclusions of the report. The report, for instance, listed seventeen specific conclusions, things that the participants wanted to work on when they returned to Brazil. Some of these conclusions, for instance, were:

- (1) The building up of universities, starting with the present agricultural veterinary colleges as a base.
- (2) Work toward the unification of various research agencies now at work in Brazil, inter-relating them with the colleges of agricultural and veterinary medicine according to their respective outreach.
- (3) Promote the gradual organization of extension services in the colleges of agronomy and veterinary sciences.

Using these conclusions for instance as focal points, Mr. Reynolds raised the questions: "How could they be implemented?", "Would Brazil be able to carry out these measures alone or would it need some help from other sources, such as FOA, Ford Foundation, and the like?" The conference proved to be very successful and lasted for three to four hours.

Report Translated into Portuguese

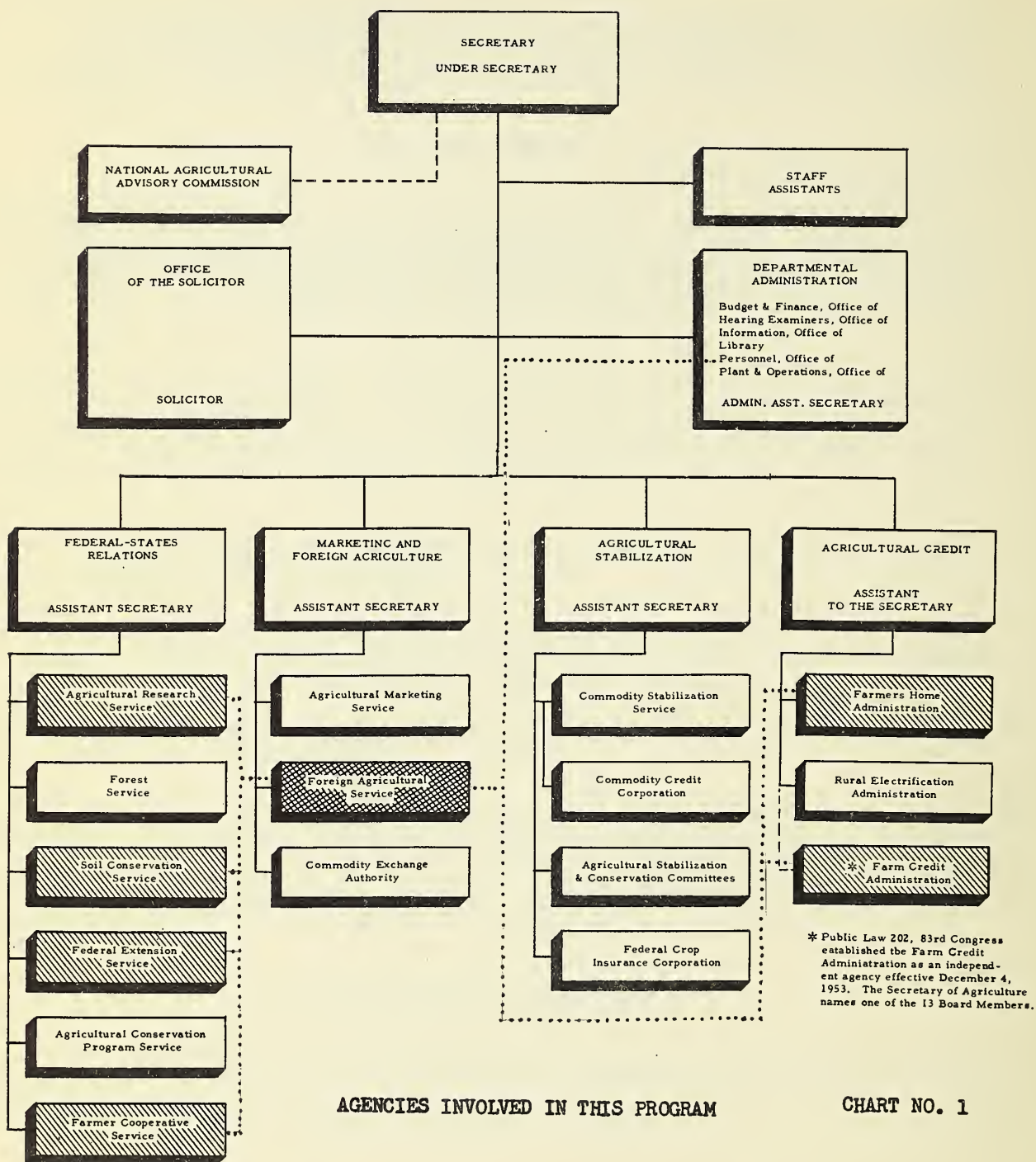
It should be mentioned that the report which had been prepared and directed toward action in Brazil was translated into Portuguese and distributed to all the agricultural and veterinary colleges in Brazil. Also, 75 English copies were sent to the U.S. Operations Mission in Brazil.

Significant Points

In summary, some of the things of special note and significance from an evaluation and summarization aspect were the following:

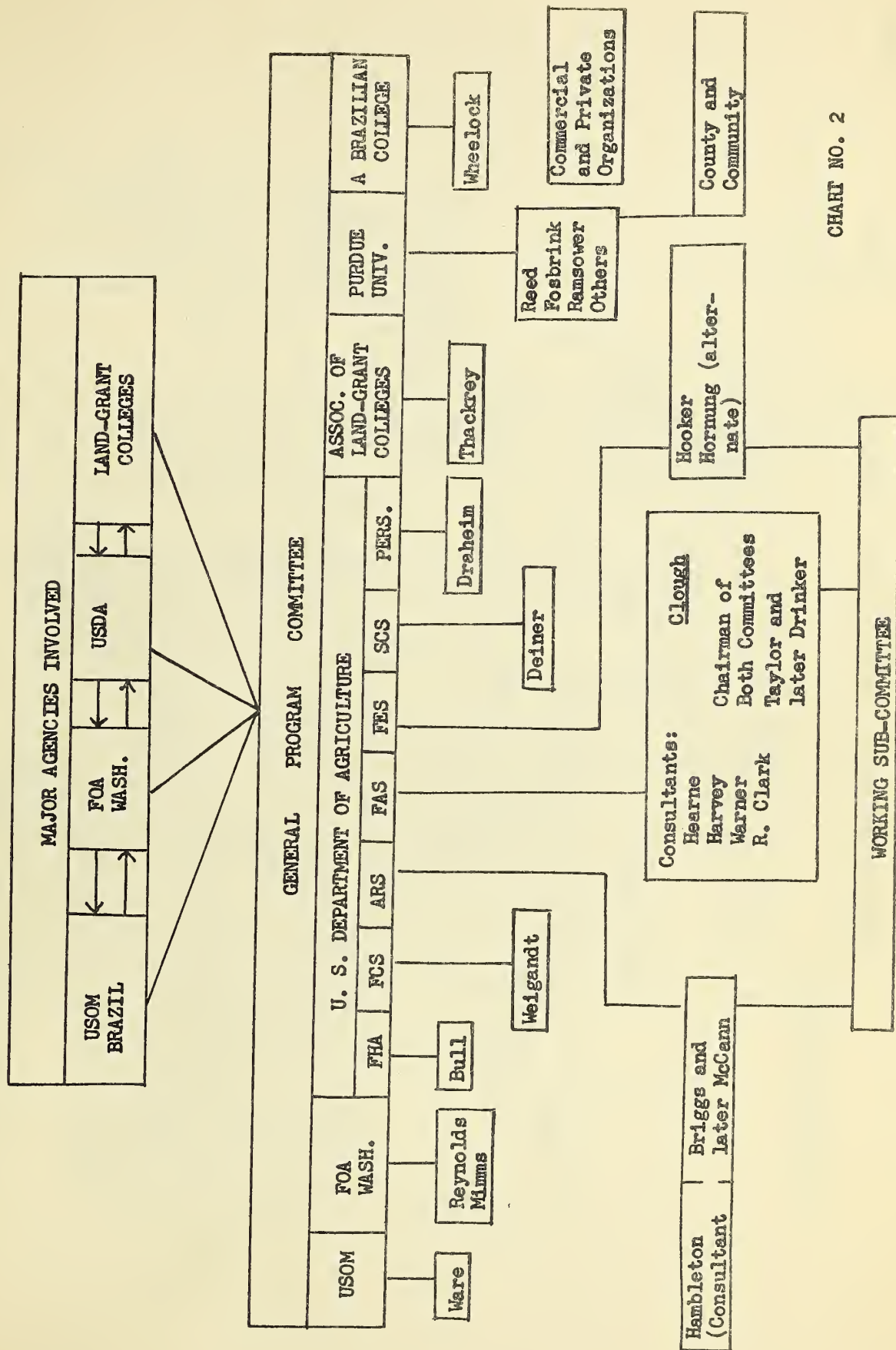
1. The great attention that the program committee had given to spelling out the objectives of the program.
2. The special attention and effort given to attempting a systematic and adequate follow-through from the beginning of the program on the evaluation and summarization process--with focus on the home country situation.
3. The great use of the technical leader and the program planning committee in this process.
4. Finally, as Mr. Reynolds of FOA puts it, it was an attempt to get away from a mechanical process of participant evaluation, put it on a firm footing by starting with their problems, and getting action in Brazil --- and not to develop another report to put on the shelf.

UNITED STATES DEPARTMENT OF AGRICULTURE



* Public Law 202, 83rd Congress established the Farm Credit Administration as an independent agency effective December 4, 1953. The Secretary of Agriculture names one of the 13 Board Members.

PROGRAM DEVELOPMENT FOR BRAZILIAN COLLEGE DIRECTORS



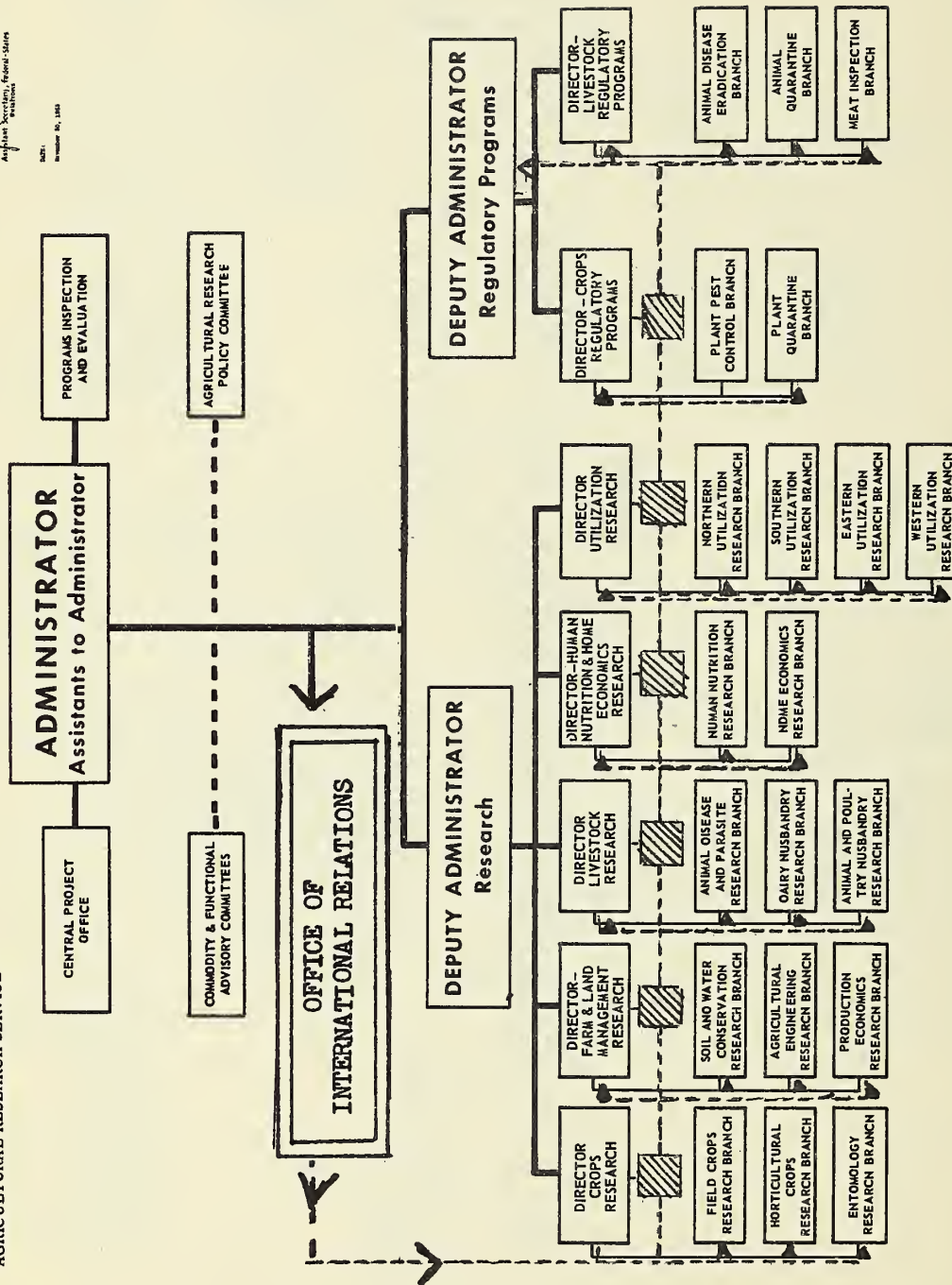
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U. S. DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH SERVICE

RECOMMENDED:
B. J. Shaw
Assistant Administrator, Agricultural Research Service

APPROVED:
K. L. Collier
Administrator, Agricultural Research Service

DATE:
November 30, 1955



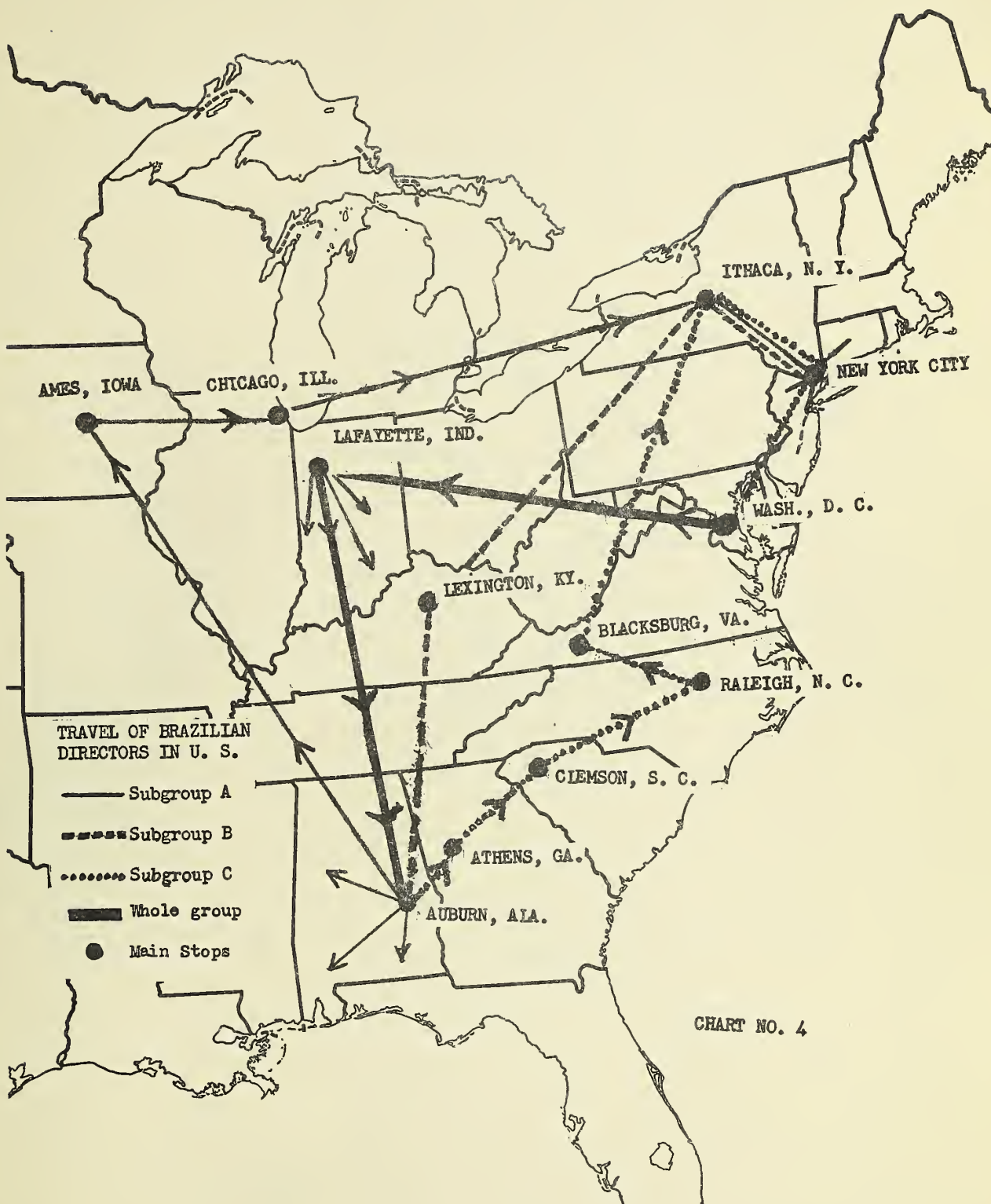


CHART NO. 4

